

NFAC 3596-81

11 June 1981

MEMORANDUM FOR: D/NFAC

SUBJECT: Senior Review Panel Comments re Memorandum on
NFAC Formal Production for April 1981

1. The general tenor of the subject memorandum is in line with many of the observations in the SRP's assessment of NFAC production for the year April 1979 through March 1980. The comment that NFAC produces too much of questionable value would probably have been made even more strongly if the review had included serials and typescripts which were covered in the Panel's report.

--Although one month's production is probably too short a period to use as an accurate indicator, the April 1981 number of 36 finished intelligence items is considerably less than recent monthly averages. This average was 46 per month for the year evaluated by the Panel. During April 1981, approximately 60 typescripts and 300 serial articles were produced as compared to a monthly average of about 90 typescripts and 310 serial articles produced during the year evaluated by the Panel. Note that PDB and NID articles are excluded from the above figures for serials.

2. In some of the memorandum's specific comments, there appears to be a bias in favor of current intelligence of immediate operational usefulness to generalist policy-makers and against papers directed to more specialized audiences or providing background in depth, longer term assessments, or building blocks for operational papers. In the Panel's view, both kinds of intelligence work are essential parts of NFAC's mission.

~~ALL PORTIONS ARE~~
~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

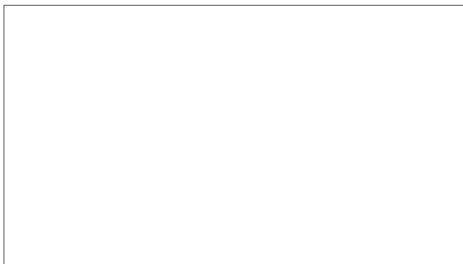
25X1

SUBJECT: Senior Review Panel Comments re Memorandum on
NFAC Formal Production for April 1981

3. We doubt that simply cutting output would be a solution and do not believe that there is a direct or necessary trade-off between quantity and quality. Indeed, two of the specific findings of our evaluation were that lower quantity of production did not automatically guarantee higher quality and that high production did not invariably result in lower quality. Nevertheless, we do share the perception that NFAC produces too much of dubious quality and usefulness, and strongly support the need for more effective production review and control in NFAC to include closer control of dissemination.

4. Specifically, we believe that there would be advantages in having a senior officer in your immediate front office oversee NFAC production of all kinds, to include major policy support papers, but excluding the PDB and NID. For more important papers, this would entail the substantive review of papers in draft. For less important papers, a post-audit review would provide guidance to the Offices with respect to the effectiveness of their quality control procedures.

5. The Panel also suggests that the D/NFAC establish the policy that all production offices require the preparation and Office management approval of concept papers prior to the initiation of any production. Each concept paper would include the specific kinds of consumer to which it is addressed, the purposes it is intended to serve, and the distribution proposed.




William Leonhart

25X1



25X1